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AMORY APPLETON LAWRENCE



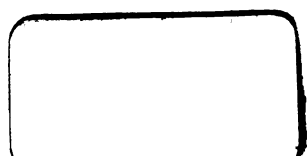
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AMORY APPLETON LAWRENCE



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1914

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Abbott Lawrence Lowell

*Arranged and printed by
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W

FOREWORD

In presenting these notes of my father's life, I regret that they do not more fully portray a merchant and gentleman of his generation, that his posterity might appreciate the high standards of living and responsibility they inherit and must preserve.

I offer them with sincere thanks to those friends, classmates, and relatives whose help in compiling them has been of such great value.

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Yrs. very truly
Amory A. Lawrence

THE LAWRENCE AFFLETON LAWRENCE

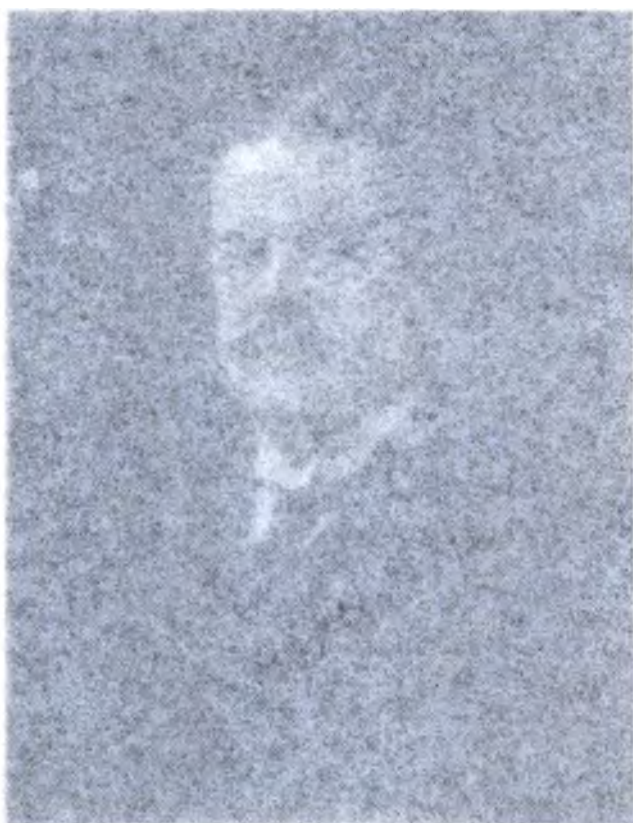
CHAPTER ONE

ANCESTRY AND YOUTH

Lawrence lived in Wisset, county of England; his son John sailed for America sailing in Salem.

John was born in 1639, John, in 1667; Samuel, in 1706; Samuel, in 1756; Amos, in 1786; Amos, in 1814. This Samuel, who was at a company of minute-men at Groton, on the 19th of April, 1775, about to be marched to Concord. Hearing on his horse, that the British were coming to Concord. Jumping on his horse, led an alarm through Groton and Pepeset, assembled his company, and marched to the Redcoats. Although arriving too late to fight at Concord, he and his company of did splendid work later at Bunker Hill, he received a bullet-hole through his hat, serving as an officer throughout the Revolution, returned to his farm in Groton (now the of Mrs. James Lawrence).

Sons, Samuel, Luther, William, Amos, and rose to positions of responsibility in the textile industry of Northern New England.



Lawrence

AMORY APPLETON LAWRENCE

CHAPTER ONE

ANCESTRY AND YOUTH

Henry Lawrence lived in Wisset, county of Suffolk, England; his son John sailed for America in 1630, landing in Salem.

Nathaniel was born in 1639; John, in 1667; Amos, in 1706; Samuel, in 1756; Amos, in 1786; and Amos Adams, in 1814. This Samuel, who was major of a company of minute-men at Groton, was, on the 19th of April, 1775, about to be married when word reached him that the British were on their way to Concord. Jumping on his horse, he sounded an alarm through Groton and Pepperell, assembled his company, and marched to attack the Redcoats. Although arriving too late for the fight at Concord, he and his company of farmers did splendid work later at Bunker Hill, where he received a bullet-hole through his hat. After serving as an officer throughout the Revolution, he returned to his farm in Groton (now the home of Mrs. James Lawrence).

His sons, Samuel, Luther, William, Amos, and Abbott, rose to positions of responsibility in their civic life, becoming prominent in the foundation of the textile industry of Northern New England,

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and were, with the Lowells, Lymans, Storrows, Boots, and others, largely instrumental in the creation of the present cities of Lowell and Lawrence on the banks of the Merrimac.

Abbott Lawrence was in England shortly after the War of 1812 and, seeing an opportunity to import from Manchester, he filled a ship with cotton goods and sailed with them to Boston, where he sold his cargo to good advantage, yet so destroyed the price of goods in the United States that Congress, in 1814, passed the first Protective Tariff law of four cents per square yard. It was he and his brother Amos who founded the firm of A. & A. Lawrence, importers, and later commission men for early New England mills.

Amos Adams Lawrence was a second son of Amos, and was named for his maternal grandfather, Amos Adams. Much of his boyhood was spent in Boston and Groton. He married, March 31, 1842, Sarah Elizabeth Appleton, a daughter of the Honorable William Appleton of Boston, at one time a member of Congress. They had five daughters and two sons: Marianne (Mrs. Robert Amory), born May 12, 1843; Sarah (Mrs. Peter C. Brooks), July 5, 1845; Amory Appleton, April 22, 1848; William, May 30, 1850; Susan Mason (Mrs. William C. Loring), February 4, 1852; Hetty Sullivan (Mrs. Frederic Cunningham), November 21, 1855; and Harriet Dexter (Mrs. Augustus Hemenway), June 8, 1858.

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In the year 1843 Mr. Amos Adams Lawrence formed a partnership with Mr. Robert M. Mason under the name of Mason & Lawrence, later, Lawrence & Co., and many of the best years of his life were given to the development of the cotton commission business.

During the first nine years of his married life, Amos Adams Lawrence lived in Pemberton Square. He was accustomed to visit, during his horseback rides, various parts of the outlying districts of Boston, especially the then open country just beyond the Charles River Causeway and the Mill Dam (now the Back Bay). This section of land, comprising about ninety acres, was known as Cottage Farm, and was owned by Ebenezer Francis, and adjoined "Longwood," the estate of David Sears. With his brother William Mr. Lawrence purchased this property, and in 1851 he built the stone house in the centre of the grove, which was his home until his death. This house, now occupied by his daughter, Mrs. Frederic Cunningham, was moved in the nineties to the corner of Carleton and Ivy Streets.

During the summers from 1847 to 1864, Mr. Lawrence and his family occupied a small house in Lynn at the head of Long Beach, overlooking Nahant and Egg Rock. Among their near neighbors were the Mudges and the Robins, Prescott the historian, John A. Lowell, Nathaniel Appleton, Judge Ben R. Curtis, B. T. Reed, and others.

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In 1864 Mr. Lawrence moved to Nahant, where he bought what was for those days a large house, situated to overlook Winthrop, Boston Harbor, and the site of Nahant's present steamboat wharf. Here his neighbors were the poet Longfellow, the Blanchards, Loverings, Snellings, Lodges, and Abbott Lawrence.

Amory Appleton Lawrence was named after his mother's brother, Amory Appleton. When he was about three years old the family moved to Cottage Farm. He began his education in a private school for the neighborhood children in a small, one-story house on the corner of Beacon and Carleton Streets. Later he went to the Grammar School in Brookline and was for one year at the Brookline High School. The year 1861 found him at Mr. Dixwell's school in Boylston Place, where he continued for two years; but as he desired to enter college with his special friends, he left school and studied under a Cambridge tutor, and so he became intimate with a number of the Class of 1869, then Freshmen. His intimate friends in Longwood and Brookline were Tom and Fred Almy, Richard Soule, Russell Selfridge (son of Admiral Selfridge), Alfred Chandler, Clement Fay, Theophilus Parsons, Jim Carter, and Frank Amory. He and Russell Selfridge were both fat and were called the "two fat boys." While at Dixwell's his more intimate friends were Huntington and Roger Wolcott, Ned Bowditch, and Theophilus Parsons.



AMORY APPLETON LAWRENCE

1851

...to Nahant, New Hampshire, where he has been
for several days a large number of people have gathered
at Starop, Boston, Mass., to see his present place of
residence. The houses were the poor little
houses, Lovership, and others.

[illegible]



AMORY APPLETON LAWRENCE

1851

AMORY APPLETON LAWRENCE

Amory was a pleasant, good-natured boy, popular with every one, reliable, fearless, and honest; fond of making "things" and extremely clever with his hands. As a child he was easily entertained and always busy,—a characteristic which stayed with him through life. Although never a good student, he seldom dropped behind, indicating that he possessed abundant reserve power to accomplish what was necessary. There was no religious compulsion in their home life; but every morning Amory and William dropped into their father's room at prayer time, and after breakfast there was always held family prayer, liberally attended by family, guests, and servants.

In order to appreciate how work was done and how best to guide others, Mr. Lawrence insisted that his sons learn the use of tools as well as the care of horses and garden. He was also desirous of making all his children financially independent, so when each reached the age of twenty-one, he gave him money enough to attain this result. With his gift to Amory he wrote: "This property, with your profession, will give you a good living, and enable you to lay up something before you have a family of your own, and against a 'rainy day.' But it is not possible for me to enrich my children, nor even to give them such a kind of support as some people might think is necessary in these extravagant times, nor am I sorry for it. On the contrary, I am glad that my children should

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have the stimulus to exertion which I myself have had. Labor has been to me one of the greatest enjoyments of my life, and one of my greatest blessings, and I hope it may be yours. You cannot expect to be so long and so abundantly blessed as I have been, but you will be spared from some hardships which fall on those who begin life poor. Property is a trust, and it affords more or less pleasure in proportion to the fidelity with which we administer it."

These early years of training in efficiency, accuracy in details, and in learning the care of money, were of inestimable benefit to Amory in his later life,—it was an ideal upbringing for a merchant; while the atmosphere of a congenial home and the association with his father, who played no small part in those stirring war times, and the companionship of his mother, a great lady of her day, could produce nothing less than a Christian gentleman.

AMORY APPLETON LAWRENCE

CHAPTER TWO

COLLEGE DAYS

Amory entered Harvard College in the fall of 1866 with the Class of 1870, and for the first two years occupied rooms on Bow Street, adjoining those of Theophilus Parsons and Richard Soule. An extract from his father's diary of March 21, 1866, reads, "looking for lodgings for Amory in Cambridge." Owing to his desire to broaden his acquaintance and to know those who roomed in the college yard, as well as those who could afford the accommodations of private houses and club life, at the beginning of his junior year he moved to rooms at Gray's Hall.

He was one of a club table of twelve who met at Brown's on Brattle Street, the other members of which were:

S. V. R. Thayer	James N. Perkins
Arthur L. Huntington	Samuel L. Parrish
Theodore Frothingham	Roger Wolcott
Theophilus Parsons	Roger DuP. Davies
Edwin Hill	Edward Dudley

and Frederic Kidder, who joined the club table when A. L. Huntington left college. He was a member of the Institute of 1770, being one of the first ten; also a member of the D. K. E. and Hasty Pudding Club, and was among the first

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from his class to be taken into the A. D. Club. He was also secretary and treasurer of the St. Paul's Society. In his senior year Mr. Lawrence took part in the Hasty Pudding theatricals dressed as a woman in riding clothes, and when he became stouter he took great pleasure in the Pudding theatrical pictures which displayed his then excellent figure.

Over the mantel-piece in his room hung his favorite motto, "Ni quid nemis" (Moderation in all things).

"Lawrence," or "Doctor," as some of his classmates called him, was an efficient administrator and was usually chosen custos or treasurer. He was the first custos of the D. K. E. in many years to finish the season without an extra assessment, and his classmates tell of his care in the selection of inexpensive punches and of boxes containing but a few cigars, which he had purchased at auction sales. These boxes of cigars he dribbled out at the service table throughout the evening, so that his clubmates might not fill their pockets with free smokes.

Rowing and baseball were at that time the only major sports. In the spring or fall he could often be found at the boat-house, where for several years he pulled on his second class crew. Many of his classmates used to consider him a very fast runner, as there were few who could stay with him on a dash down the street, or from his room



AMORY APPLETON LAWRENCE

1870

LAWRENCE

where his arrival,
then used by his as-

then helped over the
an offer of his father
to buy a horse and
one, he was not an
and this abstinence
student he was con-
ed above the whole
him in good stand-
s and physics more
the care of re-
to those of study or

Class of 1870, he was
committee, and his
with his class-

father gave him a
to his credit with
from whom Amory drew
books of the firm, draw-
balance on his ac-
and in trouble, he
inquiring into his affairs
ly, assisting in them,
own sons were truly
him, "I want to be
you need; help, this is



AMORY APPLETON LAWRENCE

to the chapel in the morning, where his arrival, never early nor late, was often used by his associates to set their watches.

As a boy he had probably been helped over the hayseed cigarette period by an offer of his father of a sum of money sufficient to buy a horse and buggy if, at the age of twenty-one, he was not an habitual user of tobacco, and this abstinence lasted his whole life. As a student he was conscientious, but seldom stood above that grade which was necessary to keep him in good standing. He found mathematics and physics more easy than languages, preferring the courses requiring initiative and action to those of study or reading.

At graduation, with his Class of 1870, he was elected chairman of his class committee, and this position kept him in close touch with his classmates throughout life.

During college Amory's father gave him a liberal allowance, depositing it to his credit with Messrs. Lawrence & Co., from whom Amory drew it as he pleased, and the books of the firm show that he always had a good balance on hand. He was ever ready to help a friend in trouble, although a cautious giver, always inquiring into the details of the case, and, if worthy, assisting in every way possible. When his own sons were ready for college, he said to them, "I want to give you a bigger allowance than you need; help those who

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need it, and save some. Learn to cut your job from the cloth you have."

Throughout college he was a frequent visitor in Salem and Beverly, and, during the first year out of college, at 147 Beacon Street, so that his friends and family were not surprised when, in the fall of 1871, his engagement to Miss Emily F. Silsbee was announced. In a letter to Miss Silsbee, which he wrote in the fall of 1870, Mr. Lawrence said: "Your letter and mine seem to agree exactly as to the time of dropping down. If you think there is no objection and not too much risk, I will come in the 2.15 Saturday train, last car, and get out late, and I will say rain or shine unless a gale or hurricane. I will not leave the railroad station until the carriages have gone so if you happen to be up that way you need not approach the station until after the train is out. I will walk up on the south side of the open field in front of the depot as if I was going to the Whitneys, to the horse car track, so that if you come down that way late, you will not have to pass all the carriages on their way up, which would look very suspicious, especially if any one should have happened to see me on the train."

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CHAPTER THREE

EARLY BUSINESS CAREER AND FAMILY LIFE

In October, 1870, Amory A. Lawrence went to work with Messrs. Lawrence & Co., commission merchants, representing several New England cotton cloth and knit goods mills. He quickly assumed the responsibility of the business, especially the management of the Gilmanton and Ipswich Hosiery Mills, which his father controlled. And on March 1, 1871, he was admitted to partnership in the firm, which then consisted of his father Amos A. Lawrence and H. B. Mather. As his father became more and more interested in philanthropic work, Amory soon became the person to whom all matters were referred, and his great ability soon led to his being recognized as one of the forces of New England textile industry. His thorough training in accounting and study of detail stood him in good stead throughout his mercantile life. The story is told of his so insisting on accurate figures and accounting, that he and all the clerks spent one whole night hunting for a ten-dollar mistake.

His father said of Amory to a friend: "Amory is a fine boy, capable, careful and carries the load. He has one weakness—he has never seen a panic

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and is tempted to make me sail uncomfortably close to the wind by investing too much of our bank balances. Maybe the stirring times of the past twenty years have made me too conservative for this rapidly growing country." Amory had entered business at the time of a great business development: the telephone and railroad extensions, factory organizations and the sending of New England goods throughout the rapidly developing United States, and, in some cases, abroad, offered unusual opportunities for active young men.

In 1872 the Boston fire took place, and at that time the office of Lawrence & Co. was at 13 Chauncy Street (now occupied by C. F. Hovey). Being early on the scene, Amory had the important letters and books removed to a place of safety, and, finding many firemen cold and wet, he asked them to come to the counting-room, where a case of Ipswich hosiery was opened and distributed. It happened that the flames burst in the elevator well when the firemen were there, and they were able to put them out, leaving the seared sandstone arch, where it can be seen to-day. It was at this point that the fire stopped, leaving an unobstructed view from the office window on the second floor to Boston Harbor. Mr. Lawrence used to say that "Ipswich hose" saved Boston.

On June 7, 1871, Amory Lawrence was married to Emily Fairfax, daughter of the late John

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Boardman and Martha (Shepard) Silsbee, at Emmanuel Church, Boston, the reception being held at 147 Beacon Street, where Mrs. Silsbee was living with her sons Arthur B. and Thomas, and daughters Emily Fairfax and Martha.

During her early married life Mrs. Lawrence was more or less of an invalid, and her husband was constantly with her. She was extremely intelligent, and they frequently discussed his many business problems, he often accepting her advice. Eventually she became so much stronger that she was able to take the full responsibility of the household, where her unusual executive ability was recognized in everything of which she had charge.

For some years after their marriage they rented various houses, and in summer made many visits to Nahant and Beverly. Both Mr. and Mrs. Lawrence were extremely fond of companionship, and kept in close touch with the friends of their early youth.

Their first child was born on December 1, 1874, at 77 Beacon Street, and was named after his grandfather and father, Amos Amory, the third generation to bear the initials "A. A. L." About four years later, on September 6, 1878, at Nahant, their second son was born and named after his mother's father, John Silsbee. On November 10, 1879, a daughter was born and named Edith, a favorite name of both parents.

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Mr. Amos A. Lawrence was very anxious that his sons should live near him part of the year, and persuaded them to build a house next to his in Nahant, so that they might live there alternating years. Mr. Lawrence intended to make his sons a present of the house, but, in order that it might be built as they desired, did not suggest paying for it until it was complete, at which time he asked for the bills. This house was burned, but after his mother's death Amory acquired all the Nahant estate, which is now the property of Mr. Arthur Perry.

Mr. and Mrs. Amory Lawrence were desirous of owning a home in Boston, easily accessible to their many friends and near his office. Mr. Lawrence bought a lot of land in 1877 at 59 Commonwealth Avenue and built a house next to the site upon which Mr. John A. Burnham was then building, and they moved in during the fall of 1878. In front of the house he planted a maple tree, which he watched every morning throughout the spring, "keeping tabs" on its buds, which usually burst within a few days of his birthday, the 22d of April. A year later they bought a place on the Beverly shore, of which Mrs. Lawrence was very fond, and where her mother still lived. They paid \$8,200 for one and one-half acres on Hospital Point. Upon this point was a harbor lighthouse, and an old fort built in defence of Salem Harbor during the War

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of 1812, and which is still there on the government reservation. The site chosen for building was a large solid rock overlooking the harbor, on which was built a big, square, wooden house, with a hall running through the centre pointing directly at "midship channel."

Mr. Lawrence frequently said that he had located at this end of the North Shore because he was destined to be a busy man, and the train service from Beverly, which was on the main railroad line, was always sure to be superior to that of the Gloucester branch, and at Beverly he could easily secure a trap to convey him home when it was inconvenient to meet him. Throughout his whole life he was quite content to take a livery to and from the station, and often good-naturedly criticised his family for preferring to be met with the buggy or brightwood wagon, to the greater convenience of the old depot hack.

Near the house was a beautiful rose garden which, in late June, bore so bountifully that the downstairs bath-tub was pressed into service to assist in preserving the flowers. Mr. Lawrence used to fill his pocket and office bag with roses, and on his arrival in Boston would walk through the North End and distribute them to the children in the streets, to whom he was known as the "flower gentleman."

Mrs. Lawrence was very fond of out-door sports, especially riding and yachting. Her husband had

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a catboat given him by his father when he first went to Nahant, built for him by Mr. Herreshoff, and named the "Ione." She lay just off the Nahant house, and Captain W. H. Kemp (who is still alive and well) looked out for her when the boys were away; but when at home, Amory was most interested in and careful of the boat, shaking out the sails and bailing after every rain or fog. He raced with the Burgess boys, who practically lived on the water. Mr. Edward Burgess was a lifelong friend, and later, it will be remembered, designed many racing boats, among them the "Puritan," "Mayflower," and "Volunteer." Later, the "Ione" was transferred to Beverly, and his children can all remember it being hauled on the beach, and Mr. Herrick, the lighthouse keeper, painting and scraping her for the season's launching. By 1882 the "Ione" was outgrown, and Mr. Lawrence bought the "Meta," a sixty-five-foot schooner, carrying a crew of captain and three men. She lay off Hospital Point, and gave many a pleasant sail to the family and friends.

The purchase of the "Meta" was probably due in part to Mr. Lawrence's illness through the winter of 1881-82. The responsibilities of work had told on his nervous system, and he was unable to sleep, so that frequent vacations and complete separation from office responsibility seemed desirable.

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Mrs. Lawrence persuaded her husband to follow with her the early hunts of the Myopia Hunt Club through the beautiful country of Hamilton, Topsfield, and Ipswich. "Joya," which Mrs. Lawrence rode, was a splendid three-quarter bred mare, quite capable of negotiating any fence. Her husband's horse was a rugged, solid type, which could crawl over low fences and gallop fast on the flat. A story is told of the field taking a stiff jump and lining up to watch how Mr. Lawrence fared over it. With a puff and a blow he galloped toward them, but turned his horse alongside the fence and made a finger-nose at his disgusted audience. For years at Beverly the mask of a fox hung in the hall, captured at Vineyard Hill, Hamilton.

Mr. Lawrence was always a sufferer from asthma and hay fever. It came upon him regularly on August 16th of every year, forcing him to go away for a full six weeks' vacation, at which time he usually went to the White Mountains, took a cruise on the "Meta," or, towards the latter part of his life, a trip abroad. The nuisance and bother of this trying disease was not without its advantages, for it necessitated his taking a good rest every year, and we can all remember how intimate he felt with those fellow-sufferers with whom he became so well acquainted. "Bill," the Vendome barber, who practised his trade at the Profile House, White Mountains, in the fall, and

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at Boston in winter, usually cut Mr. Lawrence's hair, and, although his hair was soft and fine, it took more than the usual time for hair-cuts, due to the many people they knew in common.

By 1882 Amory Lawrence had assumed practically the full responsibilities of the office. Previous to this time it had been the policy of the firm to control many of its accounts; but he felt that the managing of what would become a family control was more responsibility than he cared to assume, and that if the business was done well, stock control was unnecessary, but if badly done, it would be better for him and his family not to be too interested.

Mr. Lawrence's father did not entirely agree with his son's business policies; but, influenced by his arguments and mature thought and realizing it was a decision for the future by those who were to conduct the business, he, as one who knew him would expect, gave way to the opinion of the younger generation.

AMORY APPLETON LAWRENCE

CHAPTER FOUR

BUSINESS STRESS, HABITS, AND PLEASURES

In August, 1886, Mr. Amos A. Lawrence died, and his two sons, Amory and William, were made executors of his estate.

William had followed the ministry and had resigned from a parish in Lawrence, Mass., to become Dean of the Episcopal Theological School at Cambridge, of which school he was a graduate. Eight years later he was elected Bishop of Massachusetts. Amory had followed his father's vocation of merchant, so upon him fell the greater part of the adjustment of his father's many affairs and interests, succeeding him as president of the Ipswich and Gilmanton Mills, and director of the Salmon Falls Manufacturing Company.

In 1884 the Boston office had moved to 68 Chauncy Street, and Mr. Edward S. Grew had become a partner. As Mr. Henry B. Mather had died, Mr. Lawrence formed a new partnership on January 1, 1887, composed of Alfred Ray, at that time his New York partner; F. W. Haynes, formerly a member of the firm of James L. Little & Co., and experienced in the affairs of the Pacific Mills, an account recently added; H. S. Howe, a lifelong friend, at that time agent of the Pep-

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perell and Laconia Mills at Biddeford, Me., and C. J. Anderson, formerly with Jackson, Mandell & Daniels.

In consequence of his new responsibilities, Mr. Lawrence was absorbed in his business and was obliged to drop many outside interests that had accumulated. His letters indicate he was often much worried by friction between some of his associates and the mill officers; but his own scrupulous sense of fair play, together with persistency and calmness, finally welded the disturbing factions into an unusually harmonious and progressive organization, quite characteristic of his personality. There was considerable doubt as to whether the firm of Lawrence & Co. as then constituted would be able to properly finance this large business on the little capital they controlled. Mrs. Amos A. Lawrence offered to place one-half million dollars at their disposal. This was a great comfort and support; but as the business was successful and the earnings of the mill improved, the firm enjoyed such good credit that her assistance was not required.

Mr. Lawrence was in the habit of breakfasting early with his children and walking to the office, often joining a friend on the way and passing through the beautiful Public Garden and Common. When at Beverly he was driven to the station in the buggy, accompanied by one of his children.

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He was usually in a hurry. His short, quick, "pitter-patter" steps across the office floor were well recognized. His watch was accurate to the second; and his routes, frequently travelled, were so timed that every few minutes a glance at his watch told him whether he was on schedule so that he could arrive at his destination without wasting time by waiting. This accurate planning of his movements permitted him to do just "one more thing" before leaving for his next engagement. His lunch was hurried and late, a little restaurant around the corner usually providing him with a bowl of bread and milk shortly after two o'clock. These light lunches gave him the satisfaction of feeling that he was banting. Before leaving the office for the day, he always overhauled the little green bag containing letters, accounts, and "things" that were to be done, and, if the last to leave, hastily but thoroughly inspected the office to see that everything was properly put away. Before retiring, he usually returned to his desk to fix up accounts or business affairs which had failed to receive attention earlier in the day. He seldom dropped in at any club, although a member of many, but he was a regular attendant at the Thursday Evening and Commercial Clubs. There was a post-office box just outside his house, and frequently the postman could be seen waiting until the clock struck twelve before daring to collect it as he did the others, for

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Mr. Lawrence, watch on the table, might be writing an important letter to reach New York the next day, and were the box collected ahead of schedule, Uncle Sam's mail carrier would be sure to hear of it.

Mr. Lawrence went abroad in 1889, leaving Lawrence & Co. well organized and his father's estate in good shape. There he met his cousin, Prescott Lawrence, who owned a splendid farm at Groton, Mass., overlooking the mountains and the village near his great-grandfather's home, now owned and lived in by James Lawrence, and about a mile from Groton School. Mr. Lawrence had been always anxious to own a place in Groton, and this seemed his opportunity; and though his wife objected to another care, and urged that their income could be spent to better advantage, he was quite sure the farm could be run at no loss, and would afford a pleasant outing for week ends. He assured his wife that she need never have a care concerning it, and that when they were there he would keep house. The purchase was completed abroad. The latest French dresses were never so slow in being finished and packed, or the daily steamship runs watched with more eagerness, for the young farmer was keen to get his new toy organized and in operation.

The week-end trips at that time meant leaving Boston on the 12.30 train, Saturdays, changing cars at Ayer Junction for Groton, and there the

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family, consisting of Mr. and Mrs. Lawrence and the three children, piled into the farm wagon with Mr. Swallow, the man of all work, and drove up Meadow Road. Mrs. Swallow, with the assistance of a country girl, took care of the family. After a late lunch came an inspection of the farm, the cows, pigs, chickens, and fruit trees,* while the children ran over to the Lawrence homestead, where Elizabeth, James, and Richard gave the city children a cordial though boisterous country welcome. Then followed supper with some neighbors and a good night's rest; to Groton School Chapel on Sunday morning, and a drive to Ayer in the afternoon for the train to Boston. Mrs. Lawrence was very fond of twitting her husband about his house-keeping. One warm evening when the usual glass of milk she had at her bedside before retiring was sour, she remarked that this did not happen in Boston, and why should it on a farm where they keep "cows."

In 1890 Mrs. Amos A. Lawrence, whose children had by that time interests and families of their own, decided to move to Boston to be nearer them, and built a house at 61 Commonwealth Avenue, next to that of her son, which assured him good protection for light and air in the near rooms of his house at 59. Her death occurred at Cottage Farm the next spring, so that she never lived in the house, which was rented, then sold, and later bought again by Mr. Lawrence.

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Up to now Mr. Lawrence had given his undivided time to his business affairs; but when Amos was at college, John and Edith at school in Boston, and just as he was looking forward to the time when the education of his children would be finished and he could withdraw from the details of the office, travel, and enjoy life, Mrs. Lawrence died, after a very brief illness, in the early spring of 1894. He was completely overcome by the suddenness of the loss and the responsibility falling upon him. That evening while walking with his son, he broke the silence by saying, "The loss is ours, it cannot be helped. Your mother carried the full responsibility of you children, and that I will now assume." At the first meal, Edith, then but fifteen years old, was asked to sit at the foot of the table.

During their early married life Mr. and Mrs. Lawrence were regular parishioners of Emmanuel Church, where they were married; but later, because Phillips Brooks was rector at the new Trinity Church, they purchased a pew, and for twenty years, from 1892 until his death in 1912, Mr. Lawrence was an active vestryman at this church, taking a keen interest in the work of the parish and its rectors, Phillips Brooks, William A. Donald, and Alexander Mann.

In 1891 he was elected treasurer of the Boston Episcopal Charitable Society and served in that capacity for twenty-one years. His pride in its

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low cost of operating is expressed in his letter of resignation, in 1912:—

“In the last few years there have been approximately sixty beneficiaries annually under this fund, all of whom are people who are in financial straits, and who have seen better days, and for some reason or other are not able to provide for themselves in old age. This form of contribution is especially desirable, as it is accepted by many of those who would not ordinarily seek aid nor be willing to receive it.

“I enclose a table covering twenty-one years of my service as treasurer of this Society. During this time the fund account has increased from \$88,452 to about \$139,000; and during this time we have distributed \$109,910 to beneficiaries.

“During this whole period of twenty-one years, the expense of conducting this charity has been \$707.90; in other words, for every \$100 received from the income the beneficiaries have received \$99.35.

“This charity has not been spoken of from the housetops or advertised in the papers; it has been working quietly for the benefit of the unfortunate for almost two centuries; it has grown and continues to grow in a healthy fashion, and I sincerely trust it will be conducted in much the same general form in the future and be of as much service in the community, in a quiet, unselfish way, as it has in the past.”

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Mr. Lawrence's greatest pleasure was to do something for some one, and there were many who looked to him for advice, counsel, and assistance; he seemed to know the intimate situations of every one, and no wonder, for he had been the confidential adviser to so many. In his pocket-book he always carried the following little verse:—

“HOW TO BE HAPPY.

“Are you almost disgusted with life, little man?
I will tell you a wonderful trick
That will bring you contentment if anything can;
Do something for somebody quick.

Are you awfully tired with play, little girl?
Weary, disgusted, and sick?
I'll tell you the loveliest game in the world;
Do something for somebody quick.

Though it rains like the rain of the flood, little man,
And the clouds are forbidding and thick;
You can make the sun shine in your soul, little man;
Do something for somebody quick.”

Before assisting his friends financially, it was quite characteristic of him to ask a thorough accounting and story of the situation, and being questioned about it, he quoted the following lines:—

“I once had money and a friend,
On both I set much store;
I lent my money to my friend,
And took his note therefor.

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I asked my money of my friend,
But naught but words I got;
I lost my money and my friend,
But sue him I would not.

If I had money and a friend,
As I had once before,
I'd keep my money and my friend
And play the fool no more."

During his years of business activity, the western part of the United States was rapidly growing. Through Mr. Lawrence's inherited interest in Kansas, and especially at the University of Kansas, in Lawrence, a town named after his father, and for which he held some property as trustee, he became interested in a number of investments which at long range caused him much annoyance, bother, and considerable loss. To his son, he once said: "Your grandfather gave a lot of money to Kansas. He was known as a philanthropist, and a town was named after him. I invested money there and lost most of it; what do you think I will be known as?"

Mr. Lawrence, realizing his children were grown up and would soon have homes and responsibilities of their own, sought companionship, and, after having introduced his only daughter to society, as her mother would have wished, became engaged to Gertrude Major, daughter of Francis Blake and Sally Austin Rice. They were mar-

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ried at Groton in the spring of 1900. Both he and Mrs. Lawrence were very fond of Groton and lived there during the spring and fall months, making a short season at Beverly. Three years later, after his daughter, Edith, was married, he preferred a smaller house, so he bought and remodelled the house next door which ten years earlier had been built for his mother.

Almost any day in the spring or fall, one could see Mr. and Mrs. Lawrence driving in their phaeton behind their ponies through the beautiful wood road at Groton, or Mrs. Lawrence sitting near while he painted or puttered about the place, enjoying the fine air and recreation so well deserved. During these months his visits to the office became less frequent.

The town of Groton never had a playground for the boys, and for some time he had been interested in securing one. A piece of land was finally found on the south of Meadow Road between the main street and railroad track. This was secured, and in 1900 he presented it to the town, provided the town would continue to improve and maintain it, and upon the gate he had placed the following inscription:—

THE
LAWRENCE
PLAYGROUND
[TOWN SEAL]

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and on the reverse side a tablet which reads:—

GIVEN BY
AMORY A. LAWRENCE
TO THE
TOWN OF GROTON
A.D. 1901
IN MEMORY OF THE MANY LAWRENCES
WHO HAVE LIVED THERE.

The first fence post bears the inscription:—

THESE
POSTS
WERE A PART
OF THE FENCE
AROUND
HARVARD
COLLEGE
CAMBRIDGE
FOR MORE
THAN HALF
A CENTURY.

Mrs. Lawrence was a constant invalid, which kept Mr. Lawrence more closely confined to home and its responsibilities than he had hoped. Seven years after their marriage, she died, leaving him quite alone, his children having accumulated interests of their own. After her death, he found much comfort and employment in business problems, this time not so deeply involved in the affairs

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directly connected with Lawrence & Co., but in directorships and public work.

Mr. Lawrence served as president of the Boston Merchants Association from 1901 to 1907. The records of the Association indicate that during his administration he was absent from the directors' meetings but six times, and on two of these occasions he was serving as a representative of the Association at Washington. It was during his administration that many matters pertaining to the welfare of Boston and New England were discussed and acted upon. At a special banquet given to the Boston Merchants Association to stimulate interest in good citizenship, President Lawrence said in his opening address:—

“Before naming the first speaker of the evening, however, and strictly germane to the purposes of the gathering, let me call the attention of every man present, qualified to vote in this city, to the motto of the Boston Merchants Association, as announced by its founders twenty-seven years ago; namely, ‘To promote the commercial interests of the City of Boston.’ Let me at the same time emphasize the great and all-important fact that on next Tuesday there will be given every voter in Boston an opportunity to further the chief purpose of this organization, thus announced, by going to the polls and voting for good and honest and competent men for the various city offices. Boston merchants associa-

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tions, good government committees, chambers of commerce, and boards of trade are well enough in their way; but the very purposes for which they were organized are frustrated if the first duty of good citizenship is neglected, and if you and I and all the merchants and business men of Boston fail to go to the polls and vote on election day."

This dinner was the first public demonstration of its kind that a few years later brought about the change in the Boston Charter and other municipal reforms. Many labor disputes were referred to him for advice and assistance, notably that of the freight handlers, longshoremen, and teamsters' strike of 1902, which completely paralyzed the city's commerce. During his administration, many municipal improvements were planned. Among them the Subway and harbor development, the Charles River Basin, and the Boston Park System.

As a presiding officer he was quiet, patient, and permitted ample time for the expression of ideas and decision, seldom having much to say, but always keeping the discussion to the point. He was not one who could find ready words to express his position, but was endowed with a most remarkable intuition to grasp the subject which enabled him to come directly to sound conclusions, although unable to express his methods of reasoning so as to carry others with him. Those

who worked with him soon appreciated this, and often put over subjects for a few days until he could collect his reasons, when he seldom failed to convince.

The great railroad interests and New England shippers did not seem to co-operate "as buyers and sellers should." Mr. Lawrence, as president of the Boston Merchants Association, sought to improve this situation, calling probably the first conference of shippers and railroad officials in New England.

There were two five-hour trains between New York and Boston, the Knickerbocker and the Bay State. He urged another at five o'clock, and finally persuaded the railroad officials to run the ten o'clock train, which arrived at three, back again at five. It took but a few days to demonstrate its usefulness, and two new trains were soon ordered and named the Merchants Limited in behalf of the Boston Merchants Association.

He was constantly brought in closer touch with the New England Railroad situation, in which he was always most interested, so that when he was asked to join the Board of Directors of the Boston & Maine, New York, New Haven & Hartford, Maine Central, and New England Navigation Company, in the spring of 1908, he was much pleased at the honor and opportunity it offered him.

He felt that the logical New England transportation extensions could best be operated by trolley for passenger freight, express or mail, that would act as feeders to existing railroads, and could be built and operated for very much less than standard railroads, which, if built in many places, could not be supported. He favored steamship connections from Boston to trunk line terminals at New York, Philadelphia, Newport News, New Orleans, and Galveston, and after the opening of the Panama Canal, to San Francisco. These were the terminals of great trunk line systems whose east-bound freight would usually be greater than its west-bound, and the products of New England manufacturers would always be competed for to fill the returning cars. These water connections he felt would solve the problems of the New England shippers better than the interference by the New England lines with the trunk line railroad situation, or the closer association with any one of them. Mr. Lawrence looked forward to the time when this strong transportation unit would be complete, and the railroad placed in the hands of the best operating officials and to a less extent in those of the bankers and lawyers so necessary at the period of construction and assembly.

Mr. Lawrence was elected an Overseer of Harvard College on Commencement Day, June 27, 1906, for the full term of six years. His great ✓

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interest in this work is shown on the records of that body, by his regular attendance at the stated and special meetings during his term, and by a lunch he gave to the Overseers and members of the Corporation of the College, the first instance, as President Eliot observed, of the two governing boards of the University having come together for the enjoyment of social intercourse only.

During these six years Mr. Lawrence served on the visiting committees of the Germanic Museum, Relations of the University to the Secondary Schools, Reports and Resolutions, The Graduate School of Business Administration, and was chairman of the Gray Herbarium and Forestry School Committees. He had become greatly interested in tree planting and forestry work at Groton, and was one of the first to realize how our great forests were being devastated by man and fire, making rivers raging torrents in the spring and almost dry in the fall. The science of tree culture and harvesting was quite unknown, and he felt strongly the duty of a great university like Harvard to become interested in it. A large tract of land at Petersham, Mass., was given to Harvard College, splendidly adapted to the purpose. Dormitories and class rooms were built near by, where many different kinds of trees might be studied and handled. Many dinners and lunches were given to stimulate interest in the work, and Mr. Lawrence lived to see this school

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an operating reality, and with it the growing interest in conserving our natural national resources, and the acquiring by the United States government of huge tracts of forest reserves, not only in the White Mountains of New England, but on the Appalachian and Rocky Mountains as well. Associated with him as Overseers were:—

Charles Francis Adams, Boston, Mass.
Augustus Hemenway, Boston, Mass.
Robert Grant, Boston, Mass.
Charles Stebbins Fairchild, New York, N.Y.
Moses Williams, Boston, Mass.
John Davis Long, Hingham, Mass.
Edmund Wetmore, New York, N.Y.
Edwin Pliny Seaver, Cambridge, Mass.
Robert Bacon, Washington, D.C.
David Williams Cheever, Boston, Mass.
Francis Lee Higginson, Boston, Mass.
James Jackson Storrow, Boston, Mass.
George Angier Gordon, Boston, Mass.
Francis Randall Appleton, New York, N.Y.
William Watson Goodwin, Cambridge, Mass.
Moorfield Storey, Boston, Mass.
Henry Shippen Huidekoper, Philadelphia, Pa.
John Noble, Boston, Mass.
Winslow Warren, Boston, Mass.
Paul Revere Frothingham, Boston, Mass.
Charles Eliot Norton, Cambridge, Mass.
Stephen Minot Weld, Boston, Mass.
William Caleb Loring, Boston, Mass.
Frederic Adrian Delano, Chicago, Ill.
Louis Adams Frothingham, Boston, Mass.
George Brune Shattuck, Boston, Mass.

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James Tyndale Mitchell, Philadelphia, Pa.
Frederick Perry Fish, Boston, Mass.
Simon Newcomb, Washington, D.C.
William Lawrence, Boston, Mass.
William Endicott, Jr., Boston, Mass.
George Dickson Markham, St. Louis, Mo.
Robert Swain Peabody, Boston, Mass.
William Alexander Gaston, Boston, Mass.
William Rand, Jr., New York, N.Y.
John Collins Warren, Boston, Mass.
John Wells Farley, Boston, Mass.
Lawrence Eugene Sexton, New York, N.Y.
Howard Elliott, St. Paul, Minn.
William Lambert Richardson, Boston, Mass.
John Pierpont Morgan, Jr., New York, N.Y.
George Wigglesworth, Boston, Mass.
Francis Joseph Swayze, Newark, N.J.
Augustus Everett Willson, Frankfort, Ky.
Charles William Eliot, Cambridge, Mass.
Theodore Roosevelt, Oyster Bay, N.Y.
Abbot Low Mills, Portland, Ore.
George von Lengerke Meyer, Washington, D.C.
William Cowper Boyden, Chicago, Ill.
Henry Cabot Lodge, Washington, D.C.
Jerome Davis Greene, New York, N.Y.
Charles Francis Adams, 2d, Boston, Mass.
Abbott Lawrence Lowell, Cambridge, Mass.

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CHAPTER FIVE

LAST YEARS

Mr. Lawrence planned to retire from the firm of Lawrence & Co. on December 31, 1912, which would have made forty-one years of continuous service, most of that time as senior partner of the largest distributing house of textile products in the United States. Its business consisted of selling the entire products of certain New England mills, and laying out the class of goods which each mill was to make. Lawrence & Co. were therefore the selling department of these factories and in addition the endorsers of all their notes, thereby assuring their prompt payment. The credit of this firm was never questioned, and the notes of the several mills with which Mr. Lawrence was associated were universally considered among the best paper obtainable, and found a ready market throughout the country. Many times when they might have been gainers by striking a sharp trade with a consignor or a customer, they adhered to the policy of mutual advantage.

Mr. Lawrence hoped that this business of his father might be that of his sons and grandsons, if they were capable of so adapting its organization to meet the changed condition of business and maintain the economic desirability of its existence.

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There seldom came trouble to any wholesaler or New England cotton mill that Lawrence & Co.'s advice was not sought: would they extend their credit; take the account; could some consolidation be advantageously effected or how to keep some customer in successful operation.

During these forty-one years business changed more than in any previous period. Methods of distribution changed. The Boston wholesaler became confined to local territory, the Western business being done from New York. The New York wholesaler withdrew from the Western markets, leaving this distribution to a greater and greater extent in the hands of local houses, each adapted by personnel and merchandise to his special territory. When Mr. Lawrence entered business, the buyers used to come to headquarters; when he retired, the firm had salesmen offering their goods over this country and abroad. He frequently called attention to the changes and reminded his younger associates of a time when an invoice of ten cases of Cocheco Prints would find a dozen buyers in the Boston office begging for a case, or even half, for New York, Philadelphia, or, possibly, for "little" Chicago. Marshall Field (who was only a few years older than Mr. Lawrence) had recently moved to Chicago and had started a small distributing house, partially due to Mr. Amos A. Lawrence's good advice.

In 1870 the firm of Lawrence & Co. consisted

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of three partners, two book-keepers, and a boy, with offices at 13 Chauncy Street. Letters were written and copied by hand. It had about five hundred customers; sales were cashed when made, and many of the mills were actually operated from there. Forty-one years later found Lawrence & Co. with commodious offices in Boston, New York, Philadelphia, Baltimore, Chicago, St. Louis, San Francisco, and London, which were equipped with desk telephones, some were connected by private wires; letters were copied, books kept partially by machinery. There were over one hundred salesmen employed to cover the United States, and as many more clerks. Every week reports came from different parts of the country, bringing with them interesting information.

This period was marked with extraordinary changes of fashions affecting textiles: the hoop skirt, the big sleeves, the short skirts, pleated one season and plain the next, the collar, the cuff, frequent changes of underclothes, shirts, and stockings. Ready-made clothes replaced those made at home, calling for a different character of products, packings, and merchandising. Savages all over the world were being civilized and taught to wear increasing quantities of cotton clothes. Efficient transportation made large, low-cost factories possible. With science came sanitation, modern plumbing and heating, the bath

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towel and mat, cotton clothing to replace wool; trolley transportation developed suburbs, and with the consequent building came increased demand for carpets, draperies, sheets, and pillow cases. Then came the automobile with its effect on out-door life and clothing. Tariffs were raised and lowered many times, materially changing the qualities and character of competitors.

The finding of products on which the mill was to run which would be popular the following year, became Lawrence & Co.'s principal task. It was in the meeting of great evolutions by honest, straightforward methods of the highest type of an American gentleman merchant, during the most rapid period of commercial development the world has ever seen, that Mr. Lawrence excelled.

Mr. Lawrence held the following directorships: Salmon Falls Manufacturing Company, Ipswich Mills, Gilmanton Mills, Pacific Mills, Boston Safe Deposit and Trust Company, Union National Bank, Dwight Manufacturing Company, Cocheco Manufacturing Company, Boston Manufacturing Company, Waltham Bleachery and Dye Works, New York, New Haven & Hartford Railroad, Boston & Maine Railroad, Maine Central Railroad, New England Navigation Company.

He was vice-president of Perkins Institute for the Blind, the Industrial School for Crippled Children, the Massachusetts Hospital Life Insurance Company, and the Provident Institution for

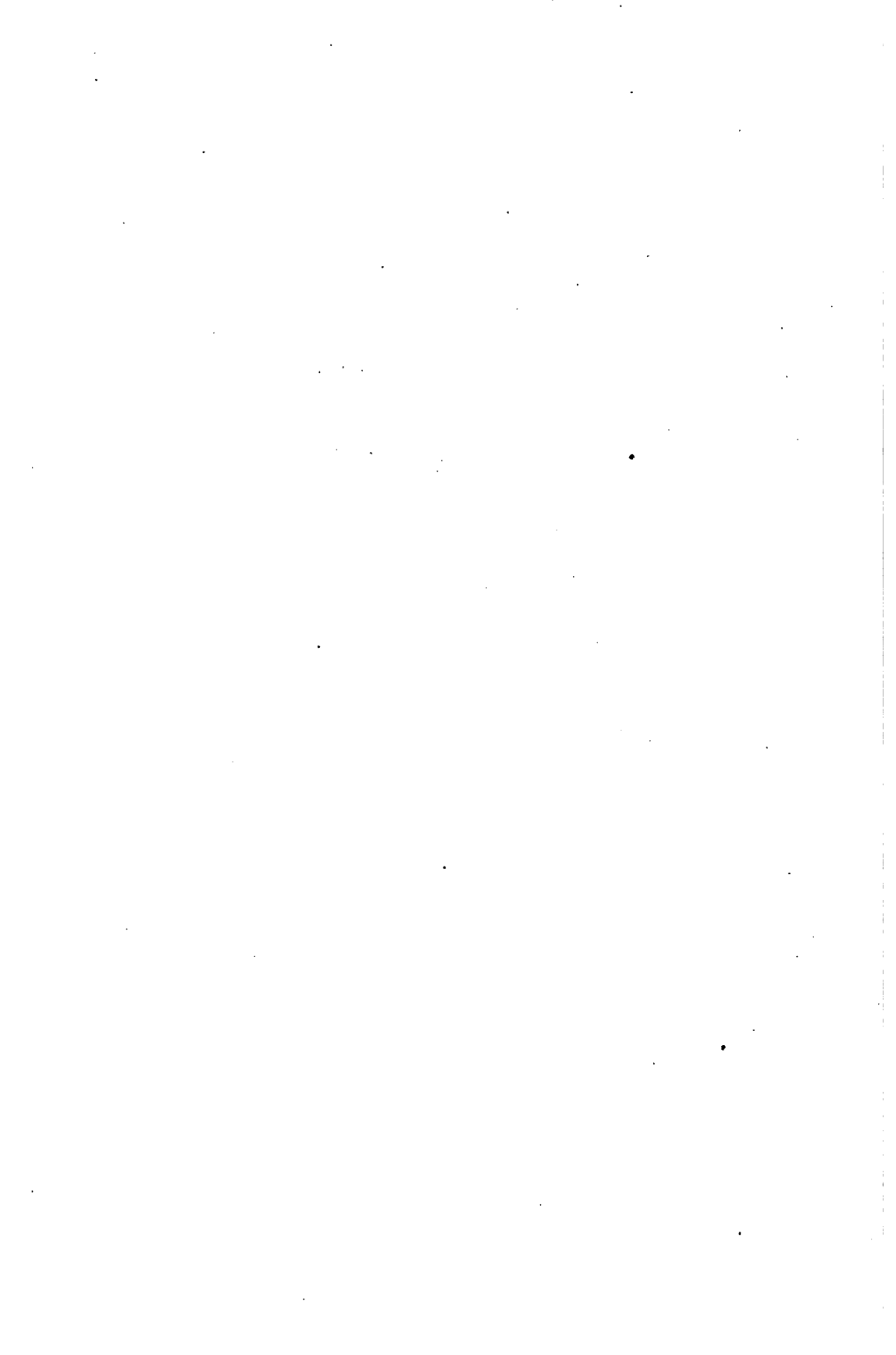
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Savings. He was a member of the Executive Committee of the Good Government Association of Boston and the Executive Committee Civic Federation of New England.

During Mr. Lawrence's many trips to New York on railroad business, and abroad to avoid hay fever, he renewed his acquaintance with one who was always a welcome visitor at Cottage Farm, Laura Amory. She was the widow of Thomas Dugan of New Orleans, and lived in New York. They became engaged and were married in the spring of 1911.

Mr. and Mrs. Lawrence spent the summer of 1911 abroad, and on their return he looked rugged, well, and happy, except for a slight deafness which afterward turned out to be the beginning of a long and eventually fatal sickness, through which he was always cheerful and considerate. When realizing that his life was nearly at an end, he said to his son: "It was my intention to retire from active business as every older man should who can. It is now to be done for me. I had hoped to live to enjoy the pleasures of my labors with less responsibility, but apparently that is to be denied me."

On July 6, 1912, he died at the age of sixty-four.



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